

## FINAL RECOMMENDATION

May 16, 2000

### **Recommendation of the Action Plan Team: Leadership and Communications Statement of Issue 2-25 Item R-93** (page 26 of the Action Plan):

*There are major communication weaknesses between the USFA and FEMA that have serious consequences.*

**Summary: R-93** First line supervisors and managers shall conduct, at the minimum, a monthly staff meeting to discuss status of goals, objectives and priorities.

**Recommendation:** First line supervisors shall conduct staff meetings on a bi-weekly basis for the next 6 months and thereafter on an as needed basis but at least monthly. Meetings shall be regularly scheduled. Supervisors shall ensure that employees are cognizant of how the branch's projects and programs tie directly to the priorities, objectives and goals of both the USFA and FEMA. In addition, supervisors should consider inviting staff members outside the branch to these meetings to share information when appropriate on projects that relate to the functions of the branch. Finally, it shall be incumbent upon staff to update fellow branch members at these meetings on projects currently underway or information of importance, including any updates on team activities that may be germane to the priorities, objectives and goals of the branch.

**Background:** For the past year, USFA first-line supervisors have held branch meetings on a monthly basis. Some branches meet weekly or bi-weekly. However, these meetings do not always promote information sharing, provide meaningful dialogue, or give employees a sense of direction for how they fit in or where the organization is going. Branch meetings should provide opportunities for employees and supervisors to identify problems and concerns and craft solutions to overcome them together. They should also serve as discussion forums for how proposed and current initiatives might tie in to other USFA and FEMA program areas and into the efforts of outside organizations.

The next several months will be a period of transition for USFA. Bi-weekly meetings will facilitate the dissemination of timely and consistent information to employees and afford them the opportunity to pose questions related to reorganization. After the reorganization, supervisors and staff should agree to regularly scheduled staff meetings but shall meet at least once per month.

**Time Frame:** Bi-weekly for the first six months after approval of this recommendation; thereafter on an as needed (regularly scheduled) basis OR once a month at a minimum.

**Estimated Cost:** None.

**Conclusion:** For staff meetings to have any value whatsoever, it is equally important that both supervisors and staff bring meaningful dialogue to the table. Better information exchange (both horizontally and vertically) will result in more effective internal coordination and teamwork within USFA. This should lead to a better understanding by employees of the USFA's mission and their role in accomplishing it.

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APPROVAL DATE \_\_\_\_\_

DISAPPROVAL DATE \_\_\_\_\_